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14 June 1971

SENIOR SEMINAR

1. The Agency's new Senior Seminar, approved by the Director last December, will be conducted by the Office of Training from 19 September through 24 November 1971. This program is uniquely designed for senior Agency personnel and its content will be on a level with that of the Senior Seminar in Foreign Policy, the senior service schools and the Federal Executive Institute. Participation will be limited to twenty officers, minimum Grade GS-15.

2. The Seminar's objectives are to update senior officers' knowledge of foreign developments and their future impact on CIA, to develop greater insight into the problems and pressures facing Agency management, and to provide an opportunity for senior officers to renew their sense of personal motivation and appetite for achievement. The Seminar will draw on experts from academic life and private research organizations, officials from other government agencies, and knowledgeable officers from throughout the Agency. Much of the learning and broadening, however, will result from extensive active participation and sharing of views and insights among the Seminar officers.

3. The attachment provides a brief outline of the subjects the Senior Seminar will cover. The first week will be held at the [redacted] 25X1 and the balance of the Seminar will be conducted from [redacted] 25X1 new quarters in the [redacted] 25X1.

4. The Office of Training and the various elements in the Agency which are collaborating in and supporting the Seminar are extending every effort to respond to the guidance from top management that the Seminar be a "first-class program." Selection of officers is a key element, as it is expected that participants will play an active role in operating the Seminar. It is essential to select capable senior officers who represent different organizational elements and who bring together a range of work and foreign area experience. In order to secure such a variety of backgrounds, quotas for nominations will not be established and each Directorate is requested to nominate more officers than might ordinarily be expected to attend on a straight quota basis. Selection from among the total group of nominations will be made by the Training Selection Board with a view to producing a representative and balanced group.

5. Nominations to the Senior Seminar are requested from Directorates by 9 July 1971. Final selections will be worked out by 1 August. Pre-course preparation--briefings of the participants and distribution of a limited amount of material to be read in advance--will be held in August.

Attachment

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SENIOR SEMINAR

Outline of Content

"Pre-course" meetings will be held with participants in August to secure their selection of "Electives," distribute a limited amount of material to be read in advance, and answer questions.

I: The Senior Agency Officer (1 week)

Seminar Orientation. Current perspectives on CIA. Lectures on management theories and techniques. Case studies. Electives.

II: The Intelligence Business--Today and the Future (1 week)

The changing structure. A selective look at a number of significant activities throughout the Intelligence Community. New technical systems and problems. The role of Agent sources. How intelligence supports policy. Communications and other major support.

III: Major World Trends and their Significance for Intelligence (2 weeks plus)

The Nixon Doctrine: Its implications for intelligence. US-Soviet Relations - continuing challenge or divergence. The Strategic Balance. Arms control. Implications of arms control for intelligence. Intensive looks at the Soviet and Chinese problems. Japan, Latin America, Middle East, Western Europe, technology and power, and population. Electives.

IV: Covert Action - The Hidden Side of Foreign Policy (1/2 week plus)

What Covert Action is. Policy guidance and controls. Types of operations. Soviet and Chinese sponsored operations and their role in the conduct of Communist foreign relations. Case studies. Objectives for the Seventies. Electives.

V: The Changing Environment of CIA: Official Relationships and Relevant Domestic Change (2 weeks)

The status of key relationships with the NSC and policy-making agencies. Relations with the Congress. Changing national priorities and goals. How friends and critics

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- 2 -

see us--youth, the media, and academia. Trends in American Society. Electives.

VI: New Methodologies of Interest to Intelligence
(1/2 week plus)

New analytical techniques: Delphi, systems analysis, and quantitative decision-making. Futurism. ADP and the Senior Officer. Electives.

VII: Domestic Travel (1/2 week)

Keyed to the particular interests of officers attending the Seminar. Possibilities are intelligence, intelligence contractor, military or space facilities, or institutions involved in domestic change.

VIII: Management of Intelligence in a Period of Change
(1 week plus)

Management of intelligence resources. Personnel management. Intelligence and policy formulation. Factors influencing intelligence analysis. Intelligence in American Society. Electives. General evaluation of the Seminar.

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Page Denied

CONFIDENTIALP. O. I. 3
Training 3

DD/S 71-2321

9 JUN 1971

MEMORANDUM FOR: Chief, Senior Seminar, OTR

Don:

You'll recall that a few days ago we discussed the tentative outline of content of the Senior Seminar. Mr. Coffey and I had had difficulty in finding much on the Support side of the business. I reflected to him your comments. He signed off on the paper and sent it forward to the Executive Director but is still not fully satisfied, and I must say that, upon further consideration, I share his concern which is that, at the level of management responsibility which the Seminarians represent, there is all too little "management" substance in what is currently proposed. I think this is probably a more accurate way of expressing our unease than to use what may be the more narrow implication of the word Support. If you like, I would be happy to kick this around with you. It may be that you and Mr. Cunningham have a different focus on the course than we do. If this is the case, obviously it is best that it be surfaced now before the Seminar structure is fixed. A discussion with the DD/S may be indicated.



25X1

Robert S. Wattles

ADD/S:RSW/ms (9 June 71)

Distribution:

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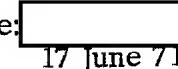
1 - DD/S Chrono

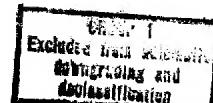
1 - DD/S Subject, w/Background (DD/S 71-2159)

1 - RSW Chrono

M. S. b/w 6/14/71

25X1

Note:  met with Mr. Wattles on
17 June 71.

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Next 1 Page(s) In Document Denied

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R.S.W. -

I'm still not convinced
but send paper on to
Ex Adm. I think that
meanwhile we might
further consider whether
"intelligence" may not be
overemphasized & whether
"management" shouldn't
come in more heavily
esp perhaps in block ~~IV~~ VIII
and urge OTR to adjust.

JWC

RSW -

Why nothing
about our
Directorate's activities
in the 8-9 weeks???



+ his friends may
be right]

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JWC
2 JUN 1971

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DD/1 71-2159

27 MAY 1971

MEMORANDUM FOR: Executive Director-Comptroller
THROUGH : Deputy Director for Support
SUBJECT : Announcement of the Senior Seminar

1. This memorandum contains a recommendation for your approval in paragraph five.
2. Planning and development of the new Senior Seminar are moving steadily ahead and we have scheduled it to commence on 19 September. The outlook is promising and I am confident that it will meet the test of a hard evaluation stipulated by the Director. In order to start the process of nominating and selecting the participating officers, I would like to send an announcement and a brief outline of the Seminar to the heads of operating components and training officers throughout the Agency. A copy of the announcement and the outline are attached.
3. You will note from the announcement that the length of the Seminar is considerably shorter than my original proposal for a three-month course. This reduction in length responds to the views informally expressed by the Director, as well as the advice of the DDP, ADDP and ADDI who believe that making the Seminar shorter will facilitate the nomination of better participants. The IG, ADDP, ADDS, ADDI and EO/DDS&T, as well as a number of other key officers throughout the Agency--close to forty outside OTR to date--have been consulted for their views, suggestions, and reactions in planning the Senior Seminar. The results of these consultations have been taken into account in developing the Seminar's content.
4. The continuing support of top managers throughout the Agency is an essential ingredient in putting together, as you admonished last December, a "first-class program." The focal point of this support now centers on the nomination and selection of well qualified participants.
5. It is recommended that you approve the attached announcement and brief outline to be distributed to heads of operating

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- 2 -

components and training officers in order to get the selection process underway.



25X1

HUGH T. CUNNINGHAM
Director of Training

Atts.

7 JUN 1971

Concurrence: (signed) John W. Coffey _____ Date
John W. Coffey
Deputy Director
for Support

The recommendation in paragraph five is approved.

JS
L. K. White
Executive Director-Comptroller

10 Jun 71
Date

Distribution:

Orig - Adse (return to O/DTR)
1 - Ex. Dir.-Compt.
2 - DDS
2 - DTR (1 w/h)

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25X1
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HUGH T. CHINNINCHAM

Att.

Director of Training

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-2-

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Director of Training

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